

Activity report 2013



Ajuntament de
Barcelona

Barcelon**a**ctiva

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01 Introduction

Barcelona Activa is the organisation responsible for executing Barcelona City Council's economic development policies and is part of the Area of Economy, Enterprise and Employment.

For 25 years it has been driving the economic growth of Barcelona and its area of influence by providing support for companies, entrepreneurship and employment and promoting the city internationally and its strategic sectors whilst maintaining proximity to the territory.

In the economic field, in 2013 Barcelona has continued to generate a climate of confidence for investors and companies. The city has witnessed a healthy trend in the establishment of new businesses with over 7,000 firms set up (a 5% increase over the previous year) and a substantial rise in the volume of foreign investment (69.7% year-on-year in Catalonia in the first three quarters of 2013). The city is host to about 170,000 companies which in spite of being relatively small (95% have fewer than 10 employees or no employees), make up a dense and diverse business community.

In the field of internationalisation, the performance of tourism in 2013 has once again been very positive and there have been new highs for overnight stays and tourists staying in hotels, while international credit card spending and the number of passengers on cruises have grown especially strongly with year-on-year increases of 28.7 and 7.9% respectively. As for exports, their recovery after a negative start to the year suggests that in 2013 the Barcelona area has consolidated its record level of foreign sales achieved in 2012 after three years of powerful growth.

2013 has seen a positive turning point in the jobs market and the city has ended the year with 970,000 people affiliated to the Social Security, which means this indicator has stabilised after five years of net job destruction. Barcelona has also closed December with 107,677 unemployed people (48% of them over 45 and 42% unemployed for more than a year) and an unemployment rate of 17.7% which is lower than the Catalan (22.4%) and Spanish (26.1%) averages.

In this context, 2013 has seen the consolidation of Barcelona Activa's new organisational model which has enabled the municipal agency to work towards the City Council's no. 1 priority: creating jobs. This has been achieved through two major blueprints for action. Firstly, help for the unemployed has been stepped up and programmes and services geared towards what companies really need have been run. Secondly, all economic development measures and municipal areas have been aligned to drive economic and business activity while progress has been made with Barcelona City Council's first Business Support Office (OAE) given that is businesses which create jobs.

Hence with its own resources and through Barcelona Activa, Barcelona City Council has secured ongoing universal services for jobseekers and businesses to economically promote the region and the Barcelona brand. These are effective, appropriately sized, quality services which can be tailored to meet current needs but also to move towards a competitive and sustainable economic model delivering quality of life for people. These services have been supplemented by other programmes run by other levels of government and have made it possible to drive the Council's commitment to creating jobs and making Barcelona into the city of culture, knowledge, creativity, innovation and wellbeing.

Barcelona Activa's activities in 2013 have been fully aligned with Barcelona City Council's Strategic Framework 2012-2015 objectives and have helped to make a progress towards achieving them and put in place measures from the Barcelona Growth public-private platform to foster economic growth. These measures have been driven by a unique facility in the city, the Media-TIC building, in order to bring together and align resources and actions designed to support local and international companies and this helps to position Barcelona as a peerless environment for economic growth and promotes the Barcelona brand. Specifically, the Media-TIC building's aim is to host the Business Support Office, the Data Resource Centre (DRC) & Showroom and the incubator for mobile sector businesses along with other major city projects such as the Barcelona Mobile Capital Foundation.

Within this backdrop below is an executive summary featuring the key activities carried out by Barcelona Activa in 2013:

- Barcelona Activa has helped 4,293 companies through its business support services and programmes. Services already underway are to be added to the Business Support Office (Oficina d'Atenció a l'Empresa).
- The financing service has helped 514 companies and 104 projects to gain finance from both public and private sources through diagnosis, preparation, processing and relations with investors. Over the past year, it has helped over 230 companies to raise €20 million.
- The business incorporation service has helped to set up 408 new businesses in the city in a single process saving time and costs.
- The business recruitment service, which connects up businesses that need to hire workers or students doing internships with jobseekers, has handled a total of 1,146 job vacancies and internships.
- The solvent business transfer service has enabled 46 entrepreneurs to sell their companies while 105 people have become repeat entrepreneurs and have shown interest in taking over a going concern.
- The business landing service has dealt with 145 requests from companies looking to set up in the city, 21 of which have actually started trading in 2013. The business location service has also supported 93 companies in their search for facilities that meet their needs in the city.
- 132 companies and 15 pre-incubation projects have been set up in Barcelona Activa company facilities: the Barcelona Technology Park, the Glòries Incubator and the Almogàvars Business Factory. New incubation models have been developed for companies that will be launched in 2014, including the new mobile industry incubator, the European Space Agency incubator and one in partnership with UPC along with other initiatives with Urban Habitat.
- Record support has been provided to entrepreneurs with 14,774 people attended to and 2,653 new business projects mentored by Barcelona Activa entrepreneurship services and programmes.
- Setting up companies has been encouraged with specific programmes and public-private partnerships in emerging sectors (creative industries, ICT, biotechnology, clean energy and ecommerce), traditional industries (handicrafts, construction and commerce) and for specific groups (women, young people and people aged over 40). 765 people have used these customised intensive business start-up programmes.
- Vocational training and employment services and programmes have attended to 19,322 people in the first year of consolidation of the new employment service delivery model with their own ongoing offering, extended opening hours and improved programmes aimed at vulnerable groups and ones at risk of social exclusion by enhancing local service through numerous care points distributed across the city.
- 10,734 unemployed people have benefited from group careers guidance and job search capsules (short training courses) while over 6,543 have been able to improve their core skills and professional profiles.
- Support and mentoring programmes for the integration of people at risk of social exclusion run in partnership with the Quality of Life Area have attended to 1,543 people in vulnerable situations.
- The programme *Treball als barris* (Work in the Neighbourhoods) featuring job-related and regional stimulus activities that add to the Neighbourhoods Act has helped 3,137 people living in the neighbourhoods eligible for special attention and with the highest rates of unemployment.
- New professionalising training programmes to meet actual demand. Firstly, the "Upgrade your Skills" programme has retrained 502 people on 40 courses in the areas of design, ICT and international trade and marketing. Secondly, the programme to boost employment in the mobile sector, which has guided 473 people, has trained 104 in jobs linked to this emerging industry. In addition the vocational training in priority areas programme, run in conjunction with the Employment Service of Catalonia (SOC), has trained 174 people for jobs in social healthcare, community mediation, logistics and international trade and marketing.
- 10,508 professionals and/or employees of small and medium enterprises in the city have been trained in advanced technological skills with the ultimate goal of increasing the competitiveness of workers and firms.
- A new programme of grants to companies has been boosted to encourage the stable employment of young people and the long-term unemployed. With grants of €3,000 per stable contract, 239 contract applications have been handled of which 173 had been approved by the end of the year.
- 30 economic promotional activities have been run abroad (international workshops, seminars, overseas missions and conferences) to present the Barcelona brand and the opportunities it generates to over 6,000 people.

- The Air Route Development Committee (CDRA) has provided the city with eight new intercontinental routes from Barcelona Airport (Banjul, Chicago, Istanbul, Toronto, Fes – one operated by Vueling and another by Ryanair – Beirut and Montevideo).
- To stimulate the foreign economic and business community in the city, 226 foreign economic development delegations have been hosted and 14 Barcelona Updates with consulates, chambers of commerce and business associations and nine large-scale networking events with an impact on over 255 professionals have been held.
- The Mobile World Congress has been held for the first year with Barcelona as the Mobile World Capital and has achieved more than 70,000 visitors and an economic impact estimated at over €320 million. The new headquarters of the Mobile World Centre has also been opened in the city centre to publicise the industry.
- The Electric Vehicle Symposium EVS27 has been hosted for the first time which turned Barcelona into the world electric vehicle capital and was attended by 4,000 visitors and 1,300 representatives from companies around the world.
- Barcelona has renewed its Biosphere World Class Destination classification which consolidates it as a responsible and sustainable tourism destination.
- Tourism plans have been presented for the 10 districts which mean they can implement their own roadmap to enhance the attractions of the whole region, draw in new visitors and thus further the decentralisation of tourism and the distribution of its impact.
- The new training programme for local retail outlets called "Obert al futur" has trained 864 traders from 10 city's districts in topics such as new technologies, customer loyalty and improving service quality.

02

Mission and values

Barcelona Activa, as the agency responsible for executing Barcelona City Council's economic development policies, is the benchmark organisation for policies on business support, job creation and projecting Barcelona internationally as an excellent setting for economic activity and social progress.

The organisation works in line with the values that guide all municipal activity and which are set out in the Barcelona City Council Strategic Framework 2012-2015. These values are included in the following three principles:

1. Leadership. *A city with strong leadership and future-oriented*

- **Capital status:** acting as a true national capital, at the forefront of the promotion of Catalan identity as an economic, social and national driving force.
- **Regeneration:** renovating the city, prioritising the adaptation and smooth running of current public amenities.
- **Enterprise:** being proactive and entrepreneurial, anticipating the needs of citizens.
- **Enhancing the Barcelona brand:** making the aspects of the Barcelona brand a reality and adding value to them.

2. Proximity. *A fairer, closer and friendlier city*

- **Proximity:** addressing the needs and problems of citizens in a more localised way in which the neighbourhood is the unit of action.
- **Listen and react:** listening and acting, promoting the collaboration and participation of citizens and dialogue.
- **Fairness:** guaranteeing fairness through equitable access to services based on the needs of service users.
- **Firmness:** applying established rules firmly to ensure peaceful coexistence, safety and security in the city.

3. Efficiency. *A city with more efficient, coordinated management*

- **Strategy:** strengthening an organisation that works with a strategic vision, with its sights set on the long-term future, paying special attention to the quality of daily activity and guaranteeing medium-term projects.
- **An enabling city council:** reducing bureaucracy in procedures and facilitating the activity of people and companies, making things easier for those who want to embark on new business initiatives.
- **Interdepartmental action and teamwork:** promoting teamwork between departments with common directives and objectives and reinforcing employees' sense of belonging.
- **Excellence and ambition with prioritisation:** fostering a culture of commitment to doing a good job and prioritising the allocation of resources to guarantee more effective and efficient management.
- **Public-private:** establishing alliances with the third sector and private initiatives to deliver competitive, high quality services.
- **Hope and enthusiasm:** to create a better future through a job well done.

03

Spheres of action and network of facilities

Barcelona Activa is a municipal capital corporation with a Board of Directors formed of representatives from all municipal party groups. It is organised into two executive directorates for service delivery and five interdepartmental corporate directorates to undertake the following lines of work:

Enterprise and Employment Services

1. **Enterprise:** provide support to improve the competitiveness of enterprises in Barcelona by strengthening relations with pull companies and promoting a range of permanent services that foster wealth and job creation in the city.
2. **Entrepreneurship:** promote entrepreneurship and support entrepreneurs throughout the process from the business idea to starting up the company.
3. **Professional skills acquisition and employment:** guide and train people over the course of their professional careers based on market and business requirements. Foster the qualitative match between supply and demand for work and meet companies' human capital needs.
4. **Training:** improve the skills of citizens, professionals and companies to make Barcelona a more competitive city.

Promotion

5. **City promotion:** promote Barcelona's external economic flows, exchanges and relations in order to position the Barcelona brand and drive the economy and business leadership of Barcelona and its Metropolitan Area.
6. **Strategic sectors promotion:** improve the competitiveness of companies and the city and maximise their leadership and positioning at both a local and international level in all sectors considered to be strategic, with a particular focus on the ICT and mobile, logistics, agro-food, energy and sustainable mobility, biotechnology, aerospace and higher education sectors.
7. **Tourism and events promotion:** drive and coordinate management of tourism's impact on the city so that while its economic importance is maintained, the quality of life of local residents is enhanced. Attract economically advantageous events to the city, support them and build long-term loyalty.
8. **Territory and commerce promotion:** implement local economic development by working with the districts to identify and promote new economic potential while driving the role of small companies and helping them to modernise.

Management and Strategy

9. **Financial Resources:** optimise the management of the areas of Economy and Finances, General Services, Fundraising, Studies and Maintenance, establishing the policies and criteria required to achieve the organisation's objectives.
10. **Human Resources:** define the policies and strategies related to this area, such as selecting candidates, training, labour relations and health and safety, to optimise human resources management.
11. **IT Systems and Organisation:** co-ordinate telecommunication infrastructure projects carried out to ensure the security and quality of Barcelona Activa's IT systems. Improve organisation by designing processes and systems that guarantee quality and efficiency in service delivery.

12. Legal Services: provide legal advice to all Barcelona Activa departments in accordance with current legislation to ensure the legality of all actions.

13. Marketing and Communication: take part in drawing up and implementing Barcelona Activa's communication and marketing policy.

Barcelona Activa has the following **cutting-edge facilities** for driving its economic development measures:

- **Headquarters**, which is home to the company's management, central management and strategy services, and the team running promotion initiatives.
- **Glòries Entrepreneurship Centre**, the city's leading facility for business creation.
- **Glòries Business Incubator**, incubation spaces and services for innovative new companies.
- **Almogàvers Business Incubator**, an incubating environment for growing innovative new companies in the city managed by a public-private partnership.
- **Barcelona Nord Technology Park**, an incubation environment for innovative technology companies in the growth phase.
- **Centre for Professional Development (Porta22)**, the leading centre for professional guidance and training and employment programmes.
- **Can Jaumandreu**, a facility that hosted employment activities until June 2013.
- **Convent de Sant Agustí**, a facility that also specialises in employment activities for commerce, the restaurant industry and tourism, and a leader in inclusive entrepreneurship programmes. It is home to Crea, an office that promotes the creation of companies in vacant premises in the district as part of the implementation of its Uses Plan.
- **Ca n'Andalet**, a facility specialising in training activities.
- **Cibernàrium**, a technology training centre for professionals and SMEs located in the Media-TIC building.

These facilities are supplemented by a local network that includes 13 basic technology training satellites in public libraries, nine employment service points distributed across the city, 13 key facilities for young people in the city (Youth Information Points and Youth Centres) which run the "Barcelona Youth Employment" programme, and 26 facilities in the city where the city's traders have been trained under the "Open to the Future" programme.

04

Main results in 2013

Below are details of the main activities carried out by Barcelona City Council through Barcelona Activa in 2013 in each of its activity areas.

04.1 ENTERPRISE AND EMPLOYMENT SERVICES

Enterprise and job creation support activities have been structured by services, programmes, activities or products. The **services** are stable over time, free and open to all citizens. Most are onsite services, although there are also online services. **Programmes**, however, are complementary to the permanent services and unlike them have a limited duration and are designed to bolster support for a specific audience, which might be a particular group or sector. **Activities** have a relatively short timeframe and there are two types: firstly, those that are open to everyone making up a group and which are run on a continuous basis to add to the services, and secondly those carried out in public-private partnerships with a very specific goal and target group. Finally, **products** may come from the agency or other institutions.

In 2013 more than 44,500 people (and over 200,000 participants in activities) have used the various services and programmes offered by Barcelona Activa relating to **support for enterprises and entrepreneurship and promoting employment and professional skills acquisition in the city**. Below are details of the municipal agency's key areas of action in relation to enterprise and employment services in 2013.

Barcelona Activa Activity Summary 2013

Total people attended to	44,511
Entrepreneurship	
People attended to	14,774
Projects mentored at start-up	2,653
Companies and business projects set up	147
Enterprise	
Companies attended to	4,293
Funding Service – amount raised	€20 M
Business Incorporation Service – companies set up	408
Professional skills acquisition and employment	
People attended to	19,322
People attended to by programmes for groups at risk of exclusion	1,543
Students offered academic and careers guidance	14,688
Training – Cibernàrium	
People in technology training	13,777
Professionals and SMEs in advanced technology training	10,508
People in basic technology training	3,525

ENTERPRISE

In line with increasing support for enterprises as the primary generator of jobs and a driving force for economic growth, through Barcelona Activa Barcelona City Council has consolidated the strategy initiated in 2012 to create, for the first time, a municipal area for ongoing services and support programmes for enterprises in Barcelona. Strengthening care services and programmes for businesses by setting up new care channels, services and mechanisms has made it possible to assist 4,293 companies, 87% more than in 2012, and has laid the foundations for what will be the comprehensive Business Support Office project.

Enterprise Directorate Activity Summary 2013

Companies attended to	4,293
Financing Service	€20 million raised
Business Incorporation Service	408 companies founded
Business Recruitment Service	957 contract vacancies 189 work experience vacancies
Business Landing and Business Location Service (companies assisted)	19 companies set up 93 searching for facilities
Companies in strategy and improved competitiveness programmes	280
Companies in the Barcelona Technology Park (Dec. 2013)	49

Sectors of companies attended to

Commerce	24.3%
Services for companies	14.4%
ICT	14.2%
Culture, tourism and leisure	9.4%
Creative production	7.7%
Industry/manufacturing	5.6%
Construction	5.0%
Services for people	4.8%
Life sciences	3.0%
Health and social assistance	2.4%
Environment	1.7%
Transport, logistics and distribution	1.2%
Other	6.2%

In 2013 the following enterprise support services, programmes and activities have been carried out:

Services

Business Support Office

The Business Support Office (OAE) has been set up to make Barcelona into a place where it is easy to generate economic activity, where government is a competitive factor and its actions are aimed at facilitating economic activity and the establishment of businesses in the city. The OAE, together with the Data Resource Centre (DRC) & Showroom, is one of the five key economic growth measures to be implemented in one of the city's main facilities, the Media-TIC building, in order to bring together and align resources and measures addressed to local and international companies to promote and facilitate economic activity in the city and foster business competitiveness.

The specific objectives to be achieved with the implementation of the OAE are firstly to support companies with respect to regulatory compliance and access to services for specific advice. Secondly, the intention is to provide businesses in Barcelona with a demonstration and meeting venue that enables them to tap the city's economic potential and facilitate their connection with international companies and institutions. Finally, it is designed to provide business data to facilitate strategic decision-making.

This year the Business Support Office has been developed as a comprehensive project along with the Data Resource Centre & Showroom. This has involved specifying the project's main dimensions and designing its implementation. In lockstep the services for businesses that Barcelona Activa is to include in the OAE + DRC & Showroom catalogue have been started up and specific channels for accessing them and the basic delivery model have been created, which are subsequently to be added to the OAE + DRC & Showroom.

Active business services are as follows:

1. Business incorporation

408 new companies (346 private limited companies and 62 freelancers) have been established through this service that enables companies to be incorporated electronically in four to 10 days and the self-employed to be registered immediately, saving time and costs and thus encouraging the generation of new economic activity.

2. Business financing

The **business financing** service has assisted around 514 companies and 104 business projects, providing them with support in finding public or private bank financing through numerous measures including advice, information, training for business initiatives and investors and networking to connect firms and investors so as to meet the needs of each project and company. To promote private investment in companies seven investment forums have been held in 2013 for companies in health, clean energy and the third sector and for SMEs in all sectors. They have been run in partnership with leading companies in the sectors and investor networks such as ESADE, IESE, the Barcelona Medical Association, Keiretsu, BioCat, Xarxa Antai and BCN Business Angels. A total of 49 companies have attended them.

As a result of this service, over 230 companies have raised €20 million in financing for business creation and growth in bank loans, equity loans, equity investment or public grants through triangulation with the financing players in the ecosystem operating in Barcelona.

3. Recruitment service

The business recruitment service is designed to furnish professional profiles through Barcelona Activa's Enterprise-Employment platform, liaising with university jobs boards and carrying out specific programmes for hiring and work experience contracts from the SOC. It has handled 957 job vacancies from 235 different companies which have led to a total of 76 contracts. In addition under the "Add Talent" programme 189 work experience vacancies have been received from 99 companies which have resulted in 92 agreements. Finally, companies have been found which are looking to hire SOC programme participants including an employment contract period (over 100 contracts) or requiring a work experience period (more than 300 students on these internship programmes).

4. Transfer of companies

2013 has seen the consolidation of the company transfer service which offers expert preparation and support in the transfer of companies for the transferor businessperson and the new entrepreneurs who want to take over the firm. The service, which is provided in conjunction with CECOT, has closed 17 company transfer transactions in 2013.

5. Business landing and business location

In 2013 the Business Landing Service has handled 145 requests from firms looking to set up in Barcelona either as a new company or by establishing a headquarters there. The service includes advice and support for setting up the company, searching for financing and premises and hiring workers as well as support once the enterprise has started trading. In total 19 companies have set up in the city in 2013, creating over 50 new jobs.

The Business Location Service also helps companies to find facilities that suit their needs in Barcelona (commercial premises, business centres and offices) and has assisted 93 companies looking to set up in Barcelona.

6. Internationalisation

This service is to be added to the OAE in 2014 in partnership with institutions specialising in the internationalisation of companies. In 2013 this business promotion option has focused on publicising business opportunities in foreign markets with 70 companies that have attended internationalisation meetings organised in conjunction with ACCIÓ, the Chamber of Commerce and private investor networks.

Programmes

Axelera

This programme aims to identify companies with the greatest growth potential in the Barcelona metropolitan area in order to support them in their expansion process. The programme is a public-private partnership and has offered a package of individualised actions, a global promotion plan, meetings with investors and business sponsors to help speed up the growth of the selected companies.

Two editions of the programme have been run in 2013, the first for family businesses and the second, which is to end in 2014, which covers a number of sectors. A total of 30 companies have benefited from them.

Learning to Grow

Programme aimed at company owners and/or managers who are looking to grow their business. The programme is based on case studies, specific training and a forum for work and discussion that promotes learning through the experience of other businesspeople. It is divided into three training modules: growth strategy and stages, business management, and access to various sources of funding. In 2013 there were three editions with a total of 112 participating companies. The first edition was addressed to SMEs, the second to industrial companies and the third to women entrepreneurs.

Sales Management

Programme based on seminars that enhance the sales skills of participants with the ultimate goal of increasing company sales. It is a public-private partnership initiative and in 2013 there have been two editions of this programme which 63 companies have taken part in.

Mentoring

This is a programme that offers support and mentoring to small and medium-sized enterprises through the voluntary contribution of executives with a recognised track record who provide advice and know-how to meet the needs of participating companies. 88 companies have benefited from a critical view of their business strategy, guidance in decision-making and help in identifying goals to be achieved and seeing the strengths of their project.

Reinvest in the future

A new training programme for former executives or businesspeople who have their own capital and are looking to become investors and thus reinvest their assets and knowledge in existing or new projects. 45 former executives or businesspeople have acquired the core knowledge they need to be investors, improved their communication and leadership skills and also worked on the legal aspects of an investment.

Company visits programme

In order to find a new way to stay in direct contact with the needs of companies, a new programme of company visits has been carried out in 2013. The aim is to bring existing services and programmes closer to companies in Barcelona to promote better management, competitiveness and innovation and foster business growth while at the same time looking into any needs these companies may have. In 2013 this has involved 131 company visits to 116 different companies.

Training activities for business management

Programme of seminars and short capsules or courses with an eminently practical approach to help companies improve their daily management and encourage their growth and competitiveness. It features specific training activities designed to enable them to get ready and access new sources of funding, to internationalise, boost sales, grow through business cooperation and update and expand the knowledge needed to streamline the company's internal management. A total of 2,382 companies have taken part in 602 short training activities during 2013.

Networking and business ecosystem promotion activities

A series of measures on different scales that seek to encourage the exchange of experiences and knowledge and foster business and partnership opportunities between companies based on activities which include lunches with managers from leading companies, such as Barcelona Airport, the Hospital Clinic and the Mobile World Capital Foundation, networking workshops and specific activities for international shows and fairs held in the city.

A total of 291 companies have taken part in networking schemes in 2013, of which 203 attended the Synergies networking activities that have enabled local firms to contact and do business with companies from around the world attending the International Tourism Fair of Catalonia, E-Show, Smart City Expo, EVS27 (International Electric Vehicle Symposium) and the International Logistics Fair. In addition 33 SMEs had an exhibition space with special conditions (Innovation Zone) at these fairs or major conferences to display their products and services to professionals and visitors alike.

Furthermore, a range of activities to support and foster the ecosystem supporting companies in the city run by public and private stakeholders have been partnered. They include congresses, such as the BizBarcelona fair organised by Fira de Barcelona and sponsored by Barcelona City Council, the Government of Catalonia, Barcelona Provincial Council, the Chamber of Commerce and la Caixa, awards and competitions for start-ups, investment forums and other networking activities on multiple scales run by various institutions. The intention is to bolster the ecosystem supporting enterprises to unite efforts towards improving the competitiveness and growth of companies in Barcelona.

Also with the aim of promoting the ecosystem supporting enterprises through cooperation and transfer of knowledge and best practices between regions, Barcelona Activa has participated in various European programmes with other countries such as Italy, Slovenia, France and Greece. Examples include the ACCELMED project which promotes the growth of SMEs in the Mediterranean through easing access to finance and helping with their internationalisation and business acceleration strategy, the SPEA project for improving public procurement of innovative solutions in the field of energy efficiency, and the CREAMED project to set up and coordinate a Euroregion network of business incubators in the Pyrenees-Mediterranean Euroregion for the exchange of good practices in supporting entrepreneurship.

Barcelona Nord Technology Park

In 2013 a total of 49 companies have set up in the Barcelona Technology Park, a municipal facility equipped with cutting-edge infrastructures for incubating innovative technology-based engineering companies. In 2013 infrastructures at the Technology Park have been expanded and improved to further enhance the innovative capacity and competitiveness of companies operating there and open up this innovation centre to the neighbourhood and the city while promoting scientific and technological careers.

ENTERPRISE

Turning a business idea into a viable company is easier and more likely to be successful if it is supported by a skilled team and bolstered by a model of quality assistance for entrepreneurs which has proved its utility and effectiveness throughout its 25 years of existence.

This model has been consolidated in 2013 by **reinforcing its comprehensive nature** as part of a firm commitment to supporting companies, guaranteeing **permanent first-class service** both onsite and online. Particularly significant is the renewal of the Online Business Plan web application and turning it into an app.

Thus in 2013 services and programmes to support entrepreneurship have attended to 14,774 people and intensively mentored 2,653 business projects.

Enterprise Directorate Activity Summary 2013	
People attended	14,774
Projects mentored	2,653
People attending information sessions	10,645
People in company creation training activities	4,660
People attending tailor-made programmes	765
Companies in the Glòries Incubator (Dec. 2013)	50
Companies and projects pre-incubated in the ABF (Dec. 2013)	48

Services

Publicity and guidance on entrepreneurship

The Glòries Entrepreneurs' Resource Centre runs daily information sessions on business creation which publicise the entrepreneurship support services offered by the city as well as the basics to keep in mind when starting a business initiative in Barcelona. They are also available in English for foreign entrepreneurs who want to start operating in the city and can be done in person or alternatively online for foreigners who live elsewhere. In total 10,645 entrepreneurs have attended one of the information sessions scheduled throughout 2013.

Advice and mentoring for business creation

The Entrepreneurs' Resource Centre also provides entrepreneurs with a reinforced team of technical experts specialising in starting up new companies who offer walk-in advice sessions on the different stages of the business creation process, including support with drawing up a business plan, securing financing and carrying out a feasibility study for the project. In 2013 a total of 2,653 new business projects have been mentored, with the largest economic sectors being commerce at 24.3%, culture, tourism and leisure at 18.2%, services for people at 12% and services for companies and creative production at 10.5% and 10.3% respectively.

Business projects mentored by sector	
Commerce	24.3%
Culture, tourism and leisure	18.2%
Services for people	12.0%
Services for companies	10.5%
Creative production	10.3%
ICT	6.9%
Industry/manufacturing	6.0%
Construction	4.2%
Health and social assistance	3.6%
Environment	2.4%
Life sciences	1.3%
Transport and logistics	0.3%

Profile of business project promoters mentored		
Sex	Men	45.0%
	Women	55.0%
Age	<25	3.4%
	25-40	56.9%
	>40	39.7%
Employment situation	Unemployed	52.5%
	In employment	40.0%
	Other	7.5%
Educational level	Primary	3.3%
	Secondary	27.5%
	University	69.2%
Origin	Foreigners	16.7%
	European Union	8.8%
	Outside EU	7.9%
	Spain	83.3%

Training activities for company creation

These are very practical and short training capsules or courses designed to provide entrepreneurs with the knowledge and skills they need to set up a company that is most likely to succeed. Various key aspects of the entrepreneurial process have been addressed in workshops and seminars including legal forms, taxes, procedures and licensing, how to do market research, finance, sales and marketing techniques, finding finance, how to draw up a business plan to examine the feasibility of the business, entrepreneurial skills, as well as specific workshops for freelancers. A total of 4,660 people with business ideas have attended the 1,094 seminars run in 2013 at different times of day.

Online services

The website bcn.cat/empresa has a set of tools and resources related to the company start-up process which enable entrepreneurs to analyse, map out and assess their business ideas for themselves. Among other services it provides entrepreneurs with access to the Test Idea tool for evaluating their business idea, the Online Business Plan, revamped last year, for creating and drafting the business project, the "The Keys for Entrepreneurship" application for working on entrepreneurial skills, and the "Get Located" service, the first georeferencing service with databases that enables users to geographically analyse the market, economic activity and demographics. In addition in 2013 the website has also featured complete entrepreneurial and business information and news including practical reports and dossiers about developments affecting company foundation.

Programmes

Company creation in strategic sectors

In 2013 comprehensive programmes to support entrepreneurship in areas of strategic interest for the city, such as the emerging sectors of new technologies, creative industries, bio and clean energy, have been launched in close public-private partnership. A new programme to support entrepreneurship in the field of e-commerce has also been launched in the past year. In total, 89 people have taken part in these programmes.

Company creation in traditional sectors

161 people have participated in programmes to promote entrepreneurship and support the process of setting up their own businesses in sectors that are traditional yet strategic for the city's economy, such as commerce, crafts and construction.

Company creation for groups

There have been new editions of comprehensive programmes structured to meet the particular needs of specific groups, such as young people, the over 40s and women entrepreneurs, by organising customised training, networking and tutoring programmes to expand the opportunities for success in the process of setting up their companies. 526 entrepreneurs have taken part in entrepreneurship programmes specifically for these groups.

Rising Stars Programme

In late 2013 and in partnership with the Pedralbes Centre, a new temporary facility was launched for the city's handicraft entrepreneurs where they can publicise their creations and which supports them in the implementation and consolidation of their projects and helps to boost the handicraft sector in the city. As an adaption of the pop-up model, 12 companies have been able to showcase their products to the public in 2013 in a prime location and with advantageous conditions for a period of one month.

Incubation

Incubation facilities and services consist of two incubators aimed respectively at new innovative companies (Glòries business Incubator) and organisations that bring together innovation and their spin-offs (Almogàvers Business Factory). The latter is managed by a public-private partnership.

In addition to providing the companies and business projects operating there with highly equipped facilities, these facilities also offer first-rate logistical and administrative services and a specialised advice service together with Barcelona Activa's enterprise support services and programmes and a package of activities specific to this type of newly established innovative enterprises such as networking, access to financing and specialist mentoring workshops.

In 2013 work has also been done to lay the foundations for new facilities and incubation models that will be operating in 2014 and taking advantage of Barcelona Activa's long and successful track record over 25 years in business incubation to extend the model to other sectors. Examples include the implementation of the ESA BIC Barcelona incubator, a new incubation centre for business initiatives that leverage space technology on the UPC Llobregat Campus and which is to be run in a public-private partnership with the UPC, the European Space Agency (ESA), Barcelona Provincial Council, Baix Llobregat County Council, the BMA and Caixa Capital Risc. Progress has also been made in the implementation of the incubator for mobile sector companies in the Media-TIC building which is to promote the establishment of businesses in all sectors which have development projects related to mobility technology. Finally, work has also been done to set up an incubator in partnership with the UPC to incubate business projects from the university's science and technology ecosystem.

Below is a description of the incubation facilities managed by Barcelona Activa in 2013 along with a new co-working space launched in 2013:

1. Glòries business Incubator

Venue for incubating innovative start-ups. In addition to being a facility equipped to meet the needs of the companies operating there, it also has quality logistics and administrative services and specialised advisory services for incubated companies. In addition, businesspeople can also use the services and programmes provided by the Entrepreneurship and Enterprise services including networking, mentoring and financing. At the end of the year it hosted 50 companies.

2. Almogàvers Business Factory

Incubator managed as a public-private partnership with 9 partner organisations (the UPF, e-Commerce Global Incubator, Appstylus, Nauta Capital, the Inlea Foundation, Banesto-Yuzz Foundation, Bihoop and Dinamon) which provide technical support to the companies they decide to incubate. These companies can use all the infrastructure and logistics offered by the facility as well as Barcelona Activa's business strategy, management, internationalisation and finance programmes. In December last year, 33 companies and 15 pre-incubated projects were in the facility.

3. Co-working space

Located at the Almogàvers Business Factory, this is a facility for entrepreneurs and microenterprises from a range of sectors that share a common workspace to develop their professional projects independently but also alongside other initiatives. Launched in the last quarter of the year, it enables new microenterprises and/or the self-employed to use one of the 17 work points at the facility and helps them interact with other companies/professionals that are in a similar situation while they can use a range of value-added infrastructure services designed to foster their growth potential and ultimately their business success.

PROFESSIONAL SKILLS ACQUISITION AND EMPLOYMENT

2013 has seen the consolidation of the new Barcelona Activa model, a new model that has secured the municipal employment service by making it more stable and self-sufficient in its operation and management with ongoing quality services that have provided comprehensive and inclusive employment assistance for people. It is a service adapted to actual demand that has been supplemented by additional time-bound programmes tailored to priority groups based on available resources.

The services and programmes for the unemployed and to improve the employability of people have assisted 19,322 people in 2013.

Professional Skills Acquisition and Employment Directorate Activity Summary 2013		Profile of people assisted total		%
People attended to	19,322	Sex	Men	45.6%
			Women	54.4%
People receiving personalised advice	9,154	Age	<25	12.0%
People in guidance, job searching and professional design	14,491		25-40	45.1%
			>40	42.9%
Students provided with academic and careers guidance	14,688	Origin	Foreigners	20.2%
			European Union	4.0%
People attended to in programmes for groups at risk of exclusion	1,543		Outside EU	16.2%
			Spain	79.8%
		Unemployed		79.9%
		Educational level	Primary	20.0%
			Secondary	37.3%
			University	42.7%

Services

Personalised advice

Barcelona Activa has offered a daily walk-in individual advisory and support service with extensive opening hours to guide and advise jobseekers and people looking to redirect their careers or boost their competitiveness about career and job search issues.

A total of 9,154 people have used this personalised advice service in 2013.

Guidance, job search and professional development

Wide range of short training activities to provide jobseekers and/or people who want to improve professionally with training in key guidance and job search techniques and complete and updated information about resources available in the city to improve employability and enable them to learn about job opportunities and labour market trends and develop their job skills.

Activities have included seminars and meetings featuring companies and key players in the area that have shared their view of the labour market and the career opportunities offered by economic sectors in Barcelona. In particular six Talent Marketplaces, which are sector recruitment and networking events designed to foster direct contact between companies seeking talent and professionals seeking employment, have been run in 2013.

Besides this general offering and as part of Barcelona City Council's Youth Unemployment Action Plan, the new Barcelona Youth Employment service has been launched which is a careers guidance and job search service tailored to the needs of young people that is provided throughout the city at youth information points and youth facilities and which has attended to 1,059 young people in 2013.

In total the careers guidance, job search and professional development service has attended to 14,491 people who are looking for work and/or professional improvement.

Guidance for schools

This initiative, which this year has started its tenth year by expanding to the Barcelona Metropolitan Area, is sponsored by Barcelona Activa, the Barcelona Education Consortium, the BCN Professional Training Foundation and FemCat.

The service is designed to make a preventive contribution to the educational and professional success of young people and guide them towards careers with a future. It consists of a series of in-person and online measures focusing especially on spreading entrepreneurial culture and the values of work among future professionals.

It runs sessions for students about job search techniques, career opportunities, work values and entrepreneurship, advice to schools to enable them to carry out these sessions in their facilities on their own, "School and Business" talks in schools by businesspeople with extensive professional careers who explain the importance of companies in society and discuss entrepreneurial attitudes with students, and "Business at First-hand" presentations by leading businesspeople in conjunction with FemCat.

Measures under the Professional Life Project have provided academic and careers guidance to 12,979 secondary school students in the city and the Barcelona Metropolitan Area. Careers guidance activities for 1,709 university students have also been run.

“Barcelona Treball” website

Barcelona Jobs is Barcelona City Council’s key website for everyone looking for work, to change jobs or keep up to speed about the latest trends in the jobs market.

This powerful tool, which in 2013 has received over a million visits, offers multiple interactive contents that are essential to independently work on a professional project. It is also a permanent jobs market monitoring centre providing ongoing guidance and updating of services to meet actual demand through cooperation with a broad network of key partners and organisations in labour, business and education such as universities, professional associations of architects, engineers, environmentalists, builders, nurses, the Barcelona Education Consortium, Pimec, foundations and companies specialising in labour intermediation such as Infoempleo, Infofeina, Infojobs and Manpower.

The main contents of the Barcelona Jobs website include a catalogue of nearly 1,000 jobs described in detail and related to the main economic sectors of Barcelona, job reports to learn about the pulse of the jobs market in different sectors, and interactive multimedia applications to identify career interests and practise job interviews.

“Barcelona Crea Ocupació” (Barcelona Creates Jobs)

With the aim of promoting stable employment for unemployed young people and the long-term unemployed, in 2013 Barcelona City Council launched the “Barcelona Creates Jobs” programme through Barcelona Activa which gives grants to businesses providing stable employment to the unemployed in these two groups with a subsidy of €3,000 per stable contract. The programme, which is scheduled to end in late 2014, has handled 239 applications for new contracts of which 173 had been approved by the end of the year.

Programmes**Social and Labour Market Insertion Programme (PISL)**

This programme, carried out in partnership with the Quality of Life Area, is aimed at people who are out of work and at risk of social exclusion referred by municipal social services and who require a labour market insertion plan tailored to their specific needs with high levels of personalised support. In addition to intensive guidance and support throughout their customised itinerary, the programme also includes measures to improve job skills tailored to the user. In 2013 it has assisted 577 people through five service points spread across the city to bring the service closer to the people most in need.

Personalised Job Search Programme (Proper)

Also run in partnership with the Quality of Life Area, this programme aims to offer job search guidance to people with little self-sufficiency and improve their employability and personal independence. Using group training activities combined with highly personalised follow-up of participants, it has attended to 958 people at five service points shared with the Social and Labour Market Insertion Programme.

Boost for Women

Social and labour market insertion programme for sub-Saharan women sponsored by ABITS (Agency for a Comprehensive Approach to Sex Work) with the cooperation of Barcelona Activa.

Personalised social and labour market insertion itineraries have provided 43 women with job search support, training in cross-cutting skills, professional training mainly in commerce and hotel and food services, and help with finding work by fostering contact with companies and organisations.

Work in the Neighbourhoods

This is a programme coming under the Neighbourhoods Act which identifies 12 neighbourhoods in Barcelona in need of special attention: Santa Caterina i Sant Pere, Roquetes, Poble-Sec, Torre-Baró-Ciutat Meridiana, Trinitat Vella, La Bordeta, El Coll, Besòs-Maresme, Barceloneta, Bon Pastor-Baró de Viver, Raval Sud, La Vinya, Can Clos and Plus Ultra. In 2013 a series of employment programmes for careers guidance, training and work have been carried out in these neighbourhoods along with economic and business stimulus programmes with the aim of boosting the economic and social development of these areas.

In 2013 a total of 3,137 people have been assisted through the various employment activities carried out in the 12 neighbourhoods, including career guidance modules which have attended to 2,800 people, guidance modules for training which have helped 389 people, specific insertion modules with training options for 148 women, two trade skills offices that have trained 28 young people in environmental and entertainment occupations, two employment workshops that have trained 16 unemployed people for jobs in tourism and community care, and work experience programmes in maintenance of urban areas and to boost communities and commerce have been run for 114 beneficiaries.

Young People for Employment

A comprehensive training and insertion programme co-financed by the Employment Service of Catalonia addressed to unemployed young people aged 16 to 25 with low qualifications. The programme includes individualised tutoring, cross-cutting skills acquisition activities, professional training (in business administration and management, trade and marketing, hospitality and tourism and food industries), support for training to earn a lower secondary education certificate, and grants to companies for taking on young people for a minimum of 6 months.

The programme's purpose is to improve the employability of young people and provide them with the tools they need to find work while encouraging them to return to the education system. The programme, which ends in March 2014, has guided a total of 268 young people and trained and begun the start of the hiring stage for 124 of them.

From Unemployment to Action

This is a comprehensive programme for guidance, training and acquiring work experience aimed at people who have been unemployed for more than a year and are no longer entitled to unemployment benefit and which includes recruitment grants to companies.

This initiative has been co-financed by the Employment Service of Catalonia and has offered tutoring and support for integration, training in cross-cutting skills, professional training (in trade and marketing, socio-cultural and community services, and business administration and management) and hiring by companies for a period equal to or greater than 6 months. The programme, which ends in March 2014, has guided a total of 122 people and trained and begun the start of the hiring stage for 65 of them.

Training in Priority Areas

Vocational training co-financed by the Employment Service of Catalonia in 2013 for the unemployed has included 67 courses and 174 participants who have been trained in sectors with employment opportunities in social healthcare services, logistics and marketing and international trade.

Upgrade your Skills

This vocational retraining programme is designed to improve the employability of its participants so they can join new business sectors where workers are in demand.

The programme has trained 502 people on 40 courses lasting between 25 and 40 hours in design, ICT and international trade and marketing.

Project to Create Jobs in the Mobile Sector

Innovative project co-financed by the SOC to identify, publicise and provide training in mobility technology sector jobs which takes advantage of the synergies arising from the Mobile World Capital project that started in Barcelona in 2013 and promotes this emerging sector which creates new jobs. As part of this initiative 473 people have been assisted and 104 have been trained on eight specific training courses for mobile industry occupations, including telecommunication installation, mobile application development, design and mobile marketing.

Work and Training

This programme was launched in late 2013 and has hired 295 unemployed people for a period of 6 months to carry out a range of jobs in environment and urban sustainability, maintenance of public facilities and spaces, promoting economic activity, tourism and trade, community services and ICT in partnership with municipal agencies and areas in the city.

Occupational measures tailored to the city

In 2013 a new line of work has started up to strengthen the vocational training and employment services and programmes run by Barcelona Activa to meet the specific needs of the city's districts. In late 2013 two training schemes were run, one for sports facility maintenance assistants for young people in the Sant Martí district and another for kitchen assistants in the Sant Andreu district.

Actions to promote and interact with the employment ecosystem

In 2013 Barcelona Activa's relationship with the stakeholders in the employment ecosystem has mainly focused on three main areas of influence: local businesses as creators of jobs, stakeholders driving the city's economic sectors, and organisations sponsoring innovative employment initiatives.

This has involved providing in-person meeting venues for companies and professionals to facilitate real contact between the demands of companies and candidates. Recruiting and networking events have been held including JobFluent at BizBarcelona along with company presentations for firms such as Eismann, Catalana Occidente and Desigual as well as SMEs and start-ups in Barcelona. Private initiatives such as JOBarcelona and the 1st International Conference on Employment and Vocational Guidance for University Students, which is to take place in February 2014, have also been supported.

New avenues for partnership with public and private organisations from a range of sectors, including Barcelona City Council's Urban Habitat to promote the smart city sector, Biocat to promote the biotech industry and the Mobile World Capital Foundation to further opportunities in the mobile industry, have been opened up to promote job opportunities in the city's economic sectors.

On the international front stakeholders have been identified in the ecosystem that have helped to shape pioneering and innovative transnational employment initiatives including the "Get Mobile" programme under which, as part of the European Progress call, European institutions such as Job Centre in Genoa and the Cité de Métiers in Paris take part under the supervision of the Catalan Ivàlua agency (Catalan Institute for Public Policy Evaluation). Active partnership with the Réseau des Cités de Métiers international network has also been continued to share experiences and working methods.

TRAINING

The Training Directorate is a cross-cutting area in Barcelona Activa which designs and manages training for professional skills acquisition and enterprise and employment support services and programmes. It also delivers its own comprehensive programme of technology training measures with the overall objective of enhancing the skills of the public, professionals and businesses to make Barcelona a more competitive city while increasing the efficiency and quality of Barcelona Activa's training processes. In 2013 training services procurement prices were approved which is a major step forward in the efficient management of Barcelona Activa's training options.

In 2013 Barcelona Activa's Training Directorate has managed more than 5,000 training schemes of different types and lengths which have been taken by over 24,000 people. The training managed for enterprise, entrepreneurship and employment support services and programmes is listed below (the detailed results of each measure are in the section of the relevant chapter).

Training Directorate Activity Summary 2013

People doing technology training at Cibernàrium	13,777
Professionals and SMEs doing advanced technology training	10,508
People doing basic technology training	3,525
Number of technology training schemes	3,132
Additional training for Enterprise, Entrepreneurship and Employment services and programmes	
People trained	24,192
Number of training schemes	5,120

Additional training for enterprise, entrepreneurship and employment services and programmes
Business management training

A quarterly training programme has been organised featuring a series of short training measures (seminars and workshops) aimed at businesses and professionals to improve their chances of success in strategic business areas by providing tools, knowledge and skills in the different areas of running a business (business strategy, finding finance, internationalisation, marketing and sales promotion, finding workers, application of new technologies in different areas of the company, and business cooperation as a lever for growth and innovation) and promoting the inclusion of new strategies to improve competitiveness and expand opportunities for business growth. The “Open to the Future” training programme for traders has also been run.

Training in entrepreneurial skills and knowledge

Training activities which add to Barcelona Activa’s entrepreneurship support services and programmes in the form of short practical workshops to provide the knowledge and skills necessary for entrepreneur professionalization while providing the knowledge and tools needed to start up a business with the greatest prospects of success. The quarterly programme of business creation training activities has dealt with various key aspects of the entrepreneurial process, including legal forms, taxes, procedures and licensing, how to do market research, finance, sales and marketing techniques, finding financing, how to draw up a business plan to examine the feasibility of the business and entrepreneurial skills.

Vocational and careers guidance and job search training

In partnership with the Professional Skills Acquisition and Employment Directorate, the goals of training activity in this area have been to redirect professionals towards sectors with greatest employment potential, improve their professional skills to become more versatile and/or experts in the market, increase their employability, meet specific demands for professional profiles from companies and avoid the impoverishment or social exclusion of certain groups by providing them with professional and employment skills.

To this end, the Training Directorate has managed the programme of short group activities for careers guidance and job search and organised vocational and/or professional training included in various programmes aimed at promoting employment, such as “Supply Training in Priority Areas” (FOAP), “Boost for Women”, “From Unemployment to Action”, “Young People for Employment”, “Upgrade your Skills”, “Jobs in the Mobile Sector”, “Work in Neighbourhoods” and “Training Tailored for the Territory”.

Technology skills training. Cibernàrium
Technology training

The training programme for improving the technology skills of professionals, SMEs and the public in general has offered a total of 3,132 short training seminars and workshops arranged in two blocks according to the level of skills and technological expertise to be developed through which 13,777 people have improved their technological knowledge and skills.

Profile of people doing technology training at Cibernàrium		
Sex	Men	44.6%
	Women	55.4%
Age	<25	4.7%
	25-40	46.7%
	>40	48.6%
Origin	Foreigners	10.2%
	European Union	4.1%
	Outside EU	6.1%
	Spain	89.8%
Unemployed		42.8%
Educational level	Primary	10.0%
	Secondary	27.4%
	University	62.6%

Firstly, the 13 satellites in public libraries in the city have offered the “Cibernàrium Satellites” programme to provide digital literacy to city residents who need it. The 1,605 activities organised have enabled 3,525 people to learn basic skills for using a computer, Internet browsing, social media, blogging, digital photography, e-government, e-commerce, smartphones, etc. In addition 221 of them have done activities to get ready for the ACTIC (Accreditation of Information and Communication Technology Skills) test run by the Government of Catalonia.

Secondly, the Cibernàrium Media-TIC building has hosted an advanced technology training programme for professionals and workers in SMEs to increase the competitiveness of professionals and companies alike. Advanced technology training activities are divided into thematic areas (internet and business, marketing and communication, technology solutions, website creation, digital imaging and multimedia tools) and professional sectors (mobility, education, computers and programming, design, security and commerce). In 2013 there have been 1,527 seminars, workshops, courses, lectures and master classes in technology training for 10,508 people.

Actions to promote the city's training ecosystem

The Training Directorate is a facilitator for the training sector in the city through hiring training activities or cooperation agreements with private players in the sector. It has worked with over 350 different suppliers to arrange the training options Barcelona Activa offers its users each year. This offering is often an influencer for the training market by opening up knowledge to people who subsequently wish to extend their skills.

This area also enters into agreements and partnerships with other organisations in local economic development, employment, ICT, etc. to participate in programmes that improve the public's skills so they can be more competitive in the jobs and professional market. Examples of promoting the ecosystem and partnership include adding to training in the mobile sector through the mTalent programme run by the Mobile World Capital Foundation, the Government of Catalonia's General Directorate of Telecommunications and Barcelona Activa's Cibernàrium, and the Open to the Future training programme for the trade sector in the city, run in conjunction with traders' associations and Barcelona City Council's Department of Commerce. The Training Directorate has also worked with other local councils to improve the skills of municipal employees.

04.2 PROMOTION

Barcelona Activa works to facilitate and create the conditions for attracting, retaining and generating economic activity in Barcelona and its sphere of influence. It also seeks to promote Barcelona and its brand as a byword for success and prestige, linked to values such as innovation, creativity, knowledge and progress.

The commitment to making Barcelona a world benchmark for new strategic industries related to innovation, technology and knowledge has been maintained in 2013, focusing on the development and growth of enterprises in these sectors with high added value. Barcelona also aims to maintain its leadership in traditional consolidated sectors such as commerce and tourism which are key sectors for the city due to their economic impact, and also ensure they generate opportunities in every neighbourhood by promoting the economic revitalisation of the city's districts.

CITY PROMOTION

In the field of city promotion, the City Council works to promote Barcelona's economic flows, exchanges and relations with the outside world by fostering the Barcelona brand as a key factor in boosting our economy and business leadership. In this respect work has been carried out in 2013 both in foreign markets and in the city itself, including the following projects and activities:

Promoting the city abroad

In 2013 Barcelona Activa has taken part in a total of 30 promotional activities overseas, which has enabled it to present Barcelona, its brand from an economic point of view and its investment opportunities to more than 6,000 people with decision-making power.

This has included missions to Paris, Amsterdam, the United States (San Francisco and New York), Dubai, Colombia and China whose greater length has enabled more intensive promotion in markets that are strategic for the city.

Promotion of the real estate sector abroad has continued in partnership with Incasòl and under the Barcelona-Catalonia brand through attendance at the most important fairs in the industry including Mipim, Expo Real, Barcelona Meeting Point, Mipim Asia and the China Hi-Tech Fair.

In 2013 and as part of the China Plan, City Development has also stepped up measures in Asia by attending a range of sector events and meetings with companies in China. It has also partnered the 3rd China at Barcelona Summit and hosted more than 20 Chinese delegations which have visited our city.

Furthermore, the work of the Air Route Development Committee has made it possible to set up 8 new intercontinental routes from Barcelona Airport (Banjul, Chicago, Istanbul, Fes with two routes, Toronto, Montevideo and Beirut).

Economic alliances with cities

As part of the Eurocities network of major European cities, Barcelona Activa's City Promotion has participated in three Working Groups of the Economic Development Forum, namely Entrepreneurship and SMEs, City Marketing & Attractiveness and International Economic Relations outside the European Union. Three meetings have been held where best practice has been shared with our European partners: the Mobile World Hub initiative, the Get Located geo-reference tool for market research and the Ideas with a Future entrepreneurship programme tailored for young people who want to set up their own company.

In-city promotion

With the aim of promoting the Barcelona brand in the city and taking advantage of Barcelona's economic potential as host of a major foreign business and economic community which attracts numerous international delegations and organises large fairs, conferences and events, 226 foreign delegations have been welcomed in 2013 with a total of 3,122 delegates. 42% of them came from Europe while the second largest group was from Asia at 28%.

In lockstep there have been 14 Barcelona Updates with foreign consulates, chambers of commerce and business associations to encourage networking plus nine specific large networking events attended by 255 professionals from the expatriate community. Welcome sessions are also run for international business schools which visit the city, and in 2013 615 students from these schools have been attended to.

Finally, given that the city hosts major events such as trade fairs and conferences attended by participants who can play a key role in promotion and attracting investment and projects, City Promotion has been involved in the organisation of 11 of the most important ones, including the Mobile World Congress, the EVS27 Electric Vehicle Symposium and the Smart Cities Expo & World Congress, which have generated an impact on more than 4,000 delegates.

A new feature this year has been the expansion of thematic tours or guided technical visits to promote Barcelona in certain economic sectors. 11 have been organised in the area of smart cities, energy and electric mobility which have been attended by 344 international delegates.

Mentoring projects

One of City Promotion's main goals is to attract and capture foreign investment projects for Barcelona, including businesses, professionals and entrepreneurs. To achieve this strategic aim they are provided with guidance about the city strategy, advice and support in partnership with the Business Landing Service in Barcelona Activa's Enterprise Directorate (in 2014 this service will be moved to the Business Support Office) and contacts with the most suitable partners for each case.

In 2013, 92 projects have been mentored of which 12 have set up in the city, 61 remain "alive" and are being monitored and the other 19 have been discarded. The projects that have been set up in the city include the European certifications laboratory for Chinese firm CCIC, the opening of a number of ICBC branches, the leading international bank in China, and the southern Europe operations base for the Norwegian Air Shuttle.

STRATEGIC SECTORS PROMOTION

In order to promote the various strategic economic sectors, activity has intensified with new initiatives launched to promote the competitive development of companies through coordinating clusters and public-private platforms in the following areas: mobility (mobile phones) and ICT (information and communication technologies), sustainable mobility, energy, logistics, food, biotechnology and aerospace.

Highlights from 2012 include the following initiatives by strategic sector:

Mobility (Mobile World Capital) and ICT

2013 has been the first year of five until 2018 when Barcelona has been Mobile World Capital, which will be a catalyst in the sector and a pull force for many other vertical sectors as well as a unique opportunity to increase business competitiveness, create skilled jobs, position Barcelona in the world and attract investment.

The Mobile World Congress 2013 was attended by 70,000 visitors, 8% more than the previous year, with an economic impact estimated at over €320 million in Barcelona and its surroundings. In addition, Barcelona City Council led the pilot Barcelona Contactless Tour at the Congress as part of the GSMA NFC Experience under the umbrella of the Mobile World Capital to improve the congress attendee experience through the implementation of NFC technology by Connectthings, winner of the Living Labs Global Award 2012. The Mobile World Centre was also opened in 2013 in Barcelona as a mobile information centre for the public and the symbol of its capital status in the heart of the city.

In lockstep Strategic Sectors has boosted economic activity related to the mobile industry. For instance a new e-commerce cluster has been founded in 2013 with support given from the outset to map out, set up and implement the cluster and also to publicise it. Activities have been proactively monitored and coordination with related initiatives in other clusters or sectors has been enhanced. The forecast for 2013 was to reach 30 members yet now the cluster already has over 80 members representing 200 companies.

Measures to foster economic activity related to the sector using an intersector approach have been conducted or supported. The health field is very important in the city and also in connection with mobile technologies, so as part of this initiative two projects have been launched in the mHealth field: the Personal Health Folder and a monitoring platform for heart disease. Activities and conferences have also been run about ICT and tourism, logistics, education and the third sector which have analysed business opportunities and the role that ICT can play in each of them. These conferences and events to promote using technology in strategic sectors such as tourism, education, trade, aerospace, logistics, retail and mobility have been attended by over 1,250 people.

Barcelona Activa has also taken part in European technology and urban innovation initiatives. It entered the LLGA-Cities Pilot the Future competition which in 2013 has sought to discover and implement the most promising solutions to the social and urban challenges facing participant cities. Furthermore, as part of the Open Cities project it has actively worked to promote innovation in government in the Urban Lab project and the BCN Open Challenge, which launched six city challenges in areas such as mobility, urban innovation and social services, thus encouraging innovation by businesses and government to deliver solutions that improve quality of life for local people that go beyond pilot schemes and seeking innovative public procurement practices.

Energy Mobility / Electric Vehicle Sector

2013 has seen active participation in the LIVE platform for the promotion of electric vehicles where Barcelona City Council is a director member and also conducts a range of activities to drive the development of the sector economically and publicise it among the public at large. The LIVE platform has a new commitment to openness in 2013 and has supplemented its existing director members, such as Barcelona City Council, BS:M, the Government of Catalonia through the Catalan Energy Institute (ICAEN), Seat and Endesa, with other members including the Barcelona Metropolitan Area, the Government of Catalonia through the agency supporting Catalan companies (ACCIÓ) in the Secretariat of Enterprise and Competitiveness in the Department of Enterprise and Employment and the Directorate General of Environmental Quality in the Department of Territory and Sustainability of the Government of Catalonia as well as companies such as Gas Natural Fenosa and ACS.

It has also played an important role in drawing up the Sustainable Mobility Industrial Plan and also supported publicity projects driven by sector businesspeople.

It has additionally partnered two major events that have shaped the agenda of the sector during 2013, making Barcelona into the sustainability and electric vehicle capital: the Electric Vehicle Symposium EVS27 and the Expoelèctric Fòrmula-e. EVS27 is considered the most important industry event worldwide and is held every year on a different continent. This year it has been organized by Fira de Barcelona and WEVA with the support of the City Council and has attracted 4,000 visitors and 1,300 delegates. Furthermore, the first electric taxi produced at Nissan's Barcelona plant, whose production will create 700 jobs, was presented at the Expoelèctric Fòrmula-e. The 2013 event featured 35 exhibitors from manufacturers such as Nissan, Renault, Volkswagen, GreenGo and BMW.

Other sectors

Participation in the logistics sector has involved ensuring improved competitiveness of companies through the active role that Barcelona Activa plays in the Barcelona Logistics Centre. In addition and starting in 2013, Barcelona Activa chairs the international committee working to promote the city and its metropolitan area as an international logistics area and main gateway for the entrance and exit of goods in southern Europe and the Mediterranean. This year the City Council has sponsored the International Logistics and Material Handling Exhibition, which brought together key players in the logistics sector in southern Europe, the Mediterranean and Iberoamerica.

It has also played an active role in the food industry with actions to position and consolidate Mercabarna as a food logistics hub. The Barcelona food cluster has also been enhanced by supporting promotion of the sector including starting up a project to support sustainable mobility at Mercabarna.

In aerospace it has taken part in the governing bodies of the BAIE platform that has been redefined in 2013 and is drawing up a new strategic plan to guide its activities for the coming years and where the City Council is providing technical support throughout the process.

Finally, in the bio sector and in addition to actively taking part in Biocat, the City Council has helped organise the international Bio Europe Spring 2013 conference, the largest biotech and pharmaceutical industry partnering meeting in Europe which was attended by over 1,200 companies.

TOURISM AND EVENTS PROMOTION

The objective of the Tourism and Events Directorate is to improve tourism in Barcelona and enhance its place in the city while attracting, supporting and securing events of economic interest and making them loyal to the city.

Its guidelines for 2013 consisted of actions to steer tourism towards improving the quality of life of local residents, foster a tourism model consistent with the city model to develop an economically, socially and environmentally sustainable model, increase the number of events of economic interest in the city and maintain its international position as a premier conference city.

Tourism promotion

The commitment to responsible and sustainable tourism has been one of the cornerstones of tourism policy in 2013. This year for instance an external audit has certified that Barcelona as a tourist destination continues to meet the basic principles laid down in the Biosphere World Class Destination standard. In lockstep in 2013 Barcelona has also hosted the central days of the 7th International Conference on Responsible Tourism in Destinations (RTD7) which was attended by local and international authorities and tourism and hotel companies and where the progress made in sustainable management of tourism and the challenges of responsible tourism destinations were discussed. The Conference had a Final Declaration entitled “The Catalonia 2020 Vision for Responsible Tourism: the Barcelona Declaration” in which the public and private sectors related to tourism agreed criteria, guidelines and commitments to implement the future development of tourism towards the promotion of the idea that “better places for people to live in are better places for people to visit” by addressing residents, the setting and people passing through.

In order to handling the effects of tourism and its management in the region, the Municipal Tourism and City Board which cuts across all City Council areas has set up the Tourism and City Report as a technical venue for promoting and monitoring tourism measures in each municipal area. Tourism and Events has also coordinated measures to improve the fit of tourism in tourist areas or high concentration areas, such as the implementation of traffic calming measures around the Sagrada Família and the Park Güell Management Plan limiting the maximum capacity of visits to improve the quality of life of residents and protect the city’s artistic and cultural heritage.

Meanwhile the emergence of new kinds of tourist accommodation means they have to be regulated. The Ciutat Vella Uses Plan has been enacted to limit the growth of tourist accommodation along with the Tourist Establishment Inspection Plan designed to monitor compliance with the law by these types of accommodation.

As for promoting tourism-related economic activity, in 2013 it has been working with the Entrepreneurship Directorate and supported by Seggitur and others on implementing a programme supporting setting up tourism businesses which is to be implemented in 2014. ICT public-private partnership business projects in tourism have also been promoted, such as working with the Mobile World Capital on the mTourism project to connect cultural tourism with new technology companies and the partnership with Bdigital to run the TurístIC Forum at the International Tourism Show. In total more than 30 tourism-related business initiatives of interest to the city in various fields such as culture and water sports have been advised in 2013.

To encourage the decentralisation of tourism towards neighbourhoods and districts in late 2013 the Government Measure for tourism decentralisation – district tourism plans was submitted to the full meeting of the City Council. Drawing up District Tourism Plans brings with it the opportunity to spread tourism across the entire city by stimulating the enhancement of localised resources and the involvement of the districts in tourism management. The rollout of District Tourism Plans also involves joint measures in tourist attractions and tourism centres that appear on the new tourist map of Barcelona such as Plaça de les Glòries, the Catalan Modernist Sant Pau facility and Barcelona's beaches.

In a broader regional perspective, the implementation of the agreement with Barcelona Provincial Council and the Barcelona Tourism Consortium has enabled progress in joint strategic thinking about the "Destination Barcelona" concept. Recently the Barcelona Coast tourism brand, which includes the counties of Maresme, Baix Llobregat, Garraf and Alt Penedès, has been approved and which for Barcelona is an opportunity for government, promotion consortiums and the private sector to continue building Destination Barcelona together.

Supporting, attracting and securing events

Extensive efforts have been made in 2013 to attract events to the city and retain them. These events become magnets for people and talent that drive the economy. The main ones held in 2013 include the Mobile World Congress, EIBTM, EVS 27, the European Respiratory Society Congress, the Annual Meeting of the European Association for the Study of Diabetes, the Smart City Expo and the Responsible Tourism Conference. In total 23 congresses have been held in 2013 as a result of winning bids by the city which have been attended by 145,000 delegates.

A further 163 projects have been supported including the Gamelab 9th European Games Conference, EIBTM (European Incentives Business Travel and Meetings), the Pharma World Congress, the Inter-Mediterranean Commission General Assembly and the European Space Expo.

In addition the first New Year chimes were organised in partnership with Barcelona Tourism as the promoter and Fira de Barcelona, the Barcelona Chamber of Commerce, the Hotel Association, Movistar and Damm as sponsors. The event was a resounding success and was attended by nearly 70,000 people.

TERRITORY AND COMMERCE PROMOTION

In 2013 Barcelona City Council has promoted economic development in all the city's districts by making available and adapting the services offered by the Area of Economy, Enterprise and Employment to their needs and supporting economic development projects and initiatives in the districts.

Territory promotion

Activities have been diversified into various lines of work to support economic development strategies for the districts. Firstly, venues and protocols have been established for systematic ongoing dialogue with the districts through participation in the territorial joint responsibility boards. Secondly, resources have been brought to the districts by establishing internal circuits to keep the districts informed while 68 economic and territorial development specialists have been trained to learn about and publicise for local residents the Barcelona Activa services and programmes available at district facilities.

In addition the implementation of five service points in the Nou Barris, Les Corts, Horta-Guinardó and Sant Martí districts which are available to users of Barcelona Activa's Proper and PISL employment and job search programmes has been coordinated.

The activities of the five districts involved in the Barcelona Activa "Work in the Neighbourhoods" employment and economic stimulus package have also been coordinated. Work plans for economic facilitators in the districts have been drawn up under this programme which have focussed on promoting the area economically and especially on supporting the commercial sector. Finally, city economic development projects including Sarrià-Sant Gervasi (Knowledge District), Building Paral·lel, Manufacturing Centre of Les Corts and Work in the Neighbourhoods have been partnered.

Commerce promotion

The “Open to the Future” training programme has been run in 2013 in Barcelona’s 10 districts focused on improving professional and digital skills for commerce and local services. The training programme consists of 26 capsules or short courses in areas such as innovation in small businesses, customer loyalty, techniques to improve service, promotion of trade through social media and so on. The capsules have been delivered in conjunction with all the districts and 60 trade associations, which are key partners for publicity and referral of users, and have been given in 26 facilities distributed throughout the territory. 864 traders have benefited from the 243 capsules given in 2013.

Barcelona Activa has coordinated activities in the Christmas campaign, one of the key events for commerce in the city. It has also directly managed the Christmas Trees Project and partnered street lighting and the installation of the Barcelona ice rink in Plaça Catalunya, promoted by the Barcelona Commerce Foundation.

Fashion

In addition to these two areas Barcelona Activa also promotes the fashion industry which is a significant player in the Catalan economy due to the number of people it employs and the importance of its exports. It also brings undeniable assets to the Barcelona brand.

In this area, Barcelona City Council has supported several events to promote fashion. Specifically, logistics support has been given to 18 sector events in 2013, including 080 Barcelona Fashion, the meeting of cutting-edge designers, brands and companies in the Dhub building, the Little fair for emerging children’s fashion producers at the Dhub, Jewellery Week in Barcelona with the Joia show for professionals and the EspaiJoia commercial forum, both at the FAD, Entrecostures at the Palau Robert, the Barcelona Vintage Festival at Fabra i Coats, the New Generation by Francina promotion and models contest at the Teatre Grec on Montjuïc, and Barcelona by Telva in the Botanical Garden.

Barcelona Social Economy Network (XESB)

Led by Barcelona City Council, the XESB consists of 96 social enterprises and non-profits (cooperatives, work placement companies, special employment centres, employee-owned limited liability companies and the federations that bring them together) which also perform an economic activity. The XESB seeks to display the potential and value of the social economy in our city in order to achieve the recognition this sector of the economy deserves and also expand its business opportunities with private companies while providing instruments to strengthen and improve the capacity of member organisations along with their productivity and market competitiveness.

In 2013 it has attended conferences and trade fairs such as the 3rd Disability and Employment in Catalonia Fair, Technology for All, the 4th Congress of the Third Social Sector, and a knowledge exchange and transfer event with Stockholm City Council, while several methodology transfer actions have been carried out. The XESB has also run 110 activities and projects with more than 6,000 participants. Finally, in December 2013 Barcelona City Council reinforced its commitment to the social economy by including in the social clauses of its procurement processes a commitment by companies awarded contracts to hire 5% of people at risk exclusion.

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Financial management

In 2013 Barcelona Activa has executed a budget of €33.6 million compared with €31.3 million in 2012, allocating 80% to enterprise, entrepreneurship and employment support actions and the remaining 20% to promotional programmes. Given the spending committed in 2013 and ending in 2014, Barcelona Activa has managed €37.3 million. The budget rises to €44 million managed if spending orchestrated via Barcelona City Council (Area of Economy, Enterprise and Employment) and managed directly by Barcelona Activa is added.

This financial management illustrates the strategic change made by Barcelona Activa in mid-2012 and consolidated in 2013. The basic traits of this strategic orientation in financial terms have been:

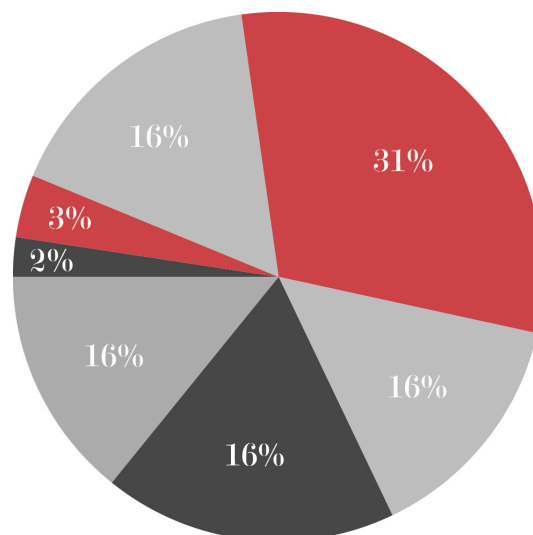
- Promoting employment with quality care and support for jobseekers (more than 40% of Barcelona Activa's total budget has been allocated to employment policies when the budget of the Professional Skills Acquisition and Employment and Training Directorates is taken into account).
- Focus on companies as job creators, with 32% of the budget executed by the Enterprise and Entrepreneurship Directorates.
- Own resources (69% of the budget executed comes from Barcelona City Council) have been used to ensure a wide range of permanent and universal quality support services for businesses, people and the territory which are effective, appropriately sized and can adapt to meet their current needs but also to move towards an economic model based on culture, knowledge, creativity, innovation and the wellbeing and quality of life of people.

These services have been supplemented by funds from other levels of government (15% of the budget comes from the Catalan Government and 2% from European funds) for the implementation of specific programmes, other management revenue (4%) and finance from other institutions that has made it possible to increase and improve the services offered through public-private partnerships.

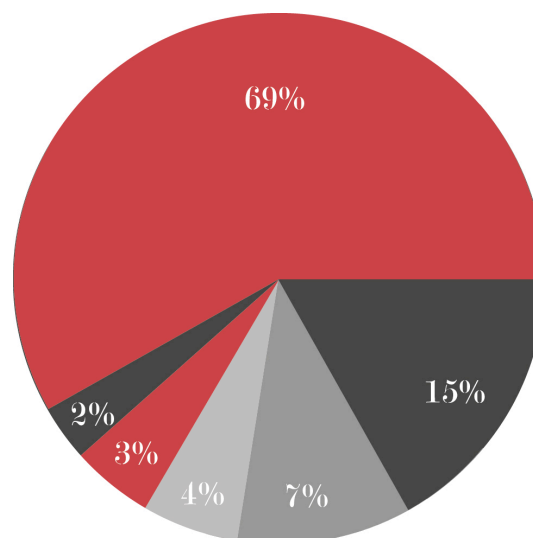
Thus while in 2012 the municipal contribution accounted for 50% of Barcelona Activa's total budget, a proportion higher by 10 points than in 2011, in 2013 the municipal contribution amounted to 69% of the total budget.

Spending breakdown 2013

Professional Skills Acquisition and Employment	31%
Training	16%
Entrepreneurship	16%
Enterprise	16%
Tourism and Events	2%
City economic promotion	3%
Driving economic growth	16%
Total	100%

**Revenue breakdown 2013**

Barcelona City Council	69%
Government of Catalonia	15%
Other revenues	7%
Management revenues	4%
Other institutions	3%
European funds	2%



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Board of directors

President

Ms. Sònia Recasens i Alsina

Second Deputy Mayor for the Area of Economy, Enterprise and Employment

Vice-President

Mr. Jordi Joly i Lena

CEO of the Area of Economy, Enterprise and Employment

Board members:

Mr. Jaume Ciurana i Llevadot

Fifth Deputy Mayor

Mr. Xavier Mulleras Vinzia

Councillor for the PPC Municipal Group

Mr. Gerard Ardanuy i Mata

Councillor for Education and Universities

Ms. Míriam Casanova Domènech

Councillor for the PPC Municipal Group

Mr. Jordi Martí i Galbis

Councillor for the Convergència i Unió Group

Ms. Janet Sanz Cid

Councillor for the ICV Municipal Group

Mr. Raimond Blasi i Navarro

Councillor for Commerce

Mr. Josep Lluís de Villasante

Representative of Unitat per Barcelona

Mr. Joan Trullén Thomas

Councillor for the PSC Municipal Group

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Organisation chart

